

EXHIBIT I
PROMOTION & TENURE POLICY

The Promotion and Tenure committee shall be comprised of all tenured faculty who have achieved the rank under consideration or higher. Faculty members who hold administrative positions are not eligible to vote on this committee. The chair will be elected by a simple majority vote of the committee members and will serve a three-year term.

ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR
PROMOTION TO ASSOCIATE PROFESSOR

Promotion to associate professor will typically be after six years of teaching. Credit for teaching at another institution may be granted at the time of appointment. The maximum credit for previous teaching will be three years. An assistant professor or an associate professor without tenure must teach at the University of Houston a minimum of three years before tenure will be granted. There is a provision for extremely talented individuals regarding early promotion. This requires that the candidate should have shown outstanding performance in the areas of teaching, research, and service. Tenure will not be awarded at the assistant professor rank. Candidates for promotion to associate professor and/or tenure must satisfy the college requirements and have attained national recognition.

A. DOCUMENTATION OF TEACHING AND STUDENT LEARNING

Flexibility in evaluation of faculty must be the paramount concern if the college is to fulfill its goal of providing quality professional education in hospitality management. The Conrad N. Hilton College of Global Hospitality Leadership (GHL) recognizes classroom teaching as a major criterion for evaluation. The classroom teaching of GHL faculty will be evaluated by:

1. Evaluation of teaching

Student evaluation: summary table of student evaluations with comparative data and any other teaching evaluation procedures. The committee will also examine (1) trends in student comments from the evaluations and (2) grade distributions.

Peer feedback: early in the tenure process, tenure-track assistant faculty will request a tenured faculty member to visit a class and provide feedback. The emphasis of the feedback is developmental and not evaluative.

2. Course and program development and/or revision.

3. Evidence of student learning.

4. Other Evidence of Scholarship of Teaching

a. List and describe any activity or tools used that demonstrated a pursuit of teaching excellence. Tenure-track assistant faculty are expected to actively use tools and engage in activities related to teaching excellence, such as: midterm student evaluations; completing a university-sponsored teaching seminar; focus groups with students.

b. List the number of professional papers, theses, and dissertation committees and your role.

c. Core values for teaching: Office hours & availability for students; timely communication.

B. RESEARCH, SCHOLARSHIP AND OTHER CREATIVE PRODUCTIVITY

This highlights the minimum expectations for a faculty member to become tenured. List work in the following order:

1. Scholarly and Creative

a. Articles

Assistant professors of the Conrad N. Hilton College of Global Hospitality Leadership are expected to have the following in terms of published research at the time of tenure and promotion submission:

A minimum of ten published or accepted articles with at least two additional articles under consideration at the time of tenure submission.

Within these articles, you also need to meet the following criteria (see Journal Rankings, Appendix A):

At least 8 articles must be in A or B journals.

At least 4 articles with you being the lead author and 2 articles must be in A journals.

For the remainder of your articles, only 2 can be in C journals.

You must have at least one solo publication within the published articles or have dual (2 people only) authorship publication with a graduate student. You are not required to be the first author when engaged in dual (2 people only) authorship with a graduate student.

Given that hospitality includes many different disciplines and emerging fields, there may be instances whereby a potential faculty member's research is not a traditional fit within A journals on the approved list. In these cases, a potential hire is required to do the following prior to being hired by the College:

A potential hire candidate must provide a written explanation that demonstrates where the top researchers in his/her area are publishing.

The Promotion and Tenure Committee will review the explanation and will either accept it as a modification to the A journal requirement or will not accept it, which means that above criteria must be met. This review process will be expedited by the Promotion and Tenure Committee before an offer from the College.

If the Promotion and Tenure Committee accepts the modification, then the following criteria will apply:

Alternative journals can be substituted for the current journal requirements; however, the Promotion and Tenure committee must approve the alternative journal list. The Promotion and Tenure Committee will provide the potential candidate in writing the approved journal list as part of their decision.

The approved list will be given to external reviewers.

On an annual basis, you will be evaluated on your progress towards tenure, which must reflect a continuous progression towards tenure. Thus, you are encouraged to have at least two articles submitted on an annual basis that represent excellence in your research area. These articles should be submitted to the list of approved journals developed by the College's Journal Ranking Committee. If you are planning to submit to a journal that is not on the approved College's Journal list, you need to consult with the College's Journal Ranking Committee for them to classify the journal as an A, B, or C journal prior to submission. These articles should demonstrate the candidate has obtained a national reputation in their field.

We will consider other discipline journals since we are an interdisciplinary field; however, the ranking of journals will be determined by the College's Journal Ranking Committee. Note, articles that are "in press" will count toward these tenure and promotion requirements.

If the modification to the A journal requirement is accepted by the Promotion and Tenure Committee, an assistant professor can follow the modification during his/her promotional period; however, the modification only applies during a person's tenure and promotion decision to an associate professor.

b. Books

Early in a faculty career, a faculty member is expected to focus on publishing research but as you progress in rank, you should begin seeking out opportunities to publish book chapters and books to further expand your national and international reputations. As you become known in your area, these opportunities will present themselves.

c. Articles (not refereed)

Articles such as newspapers and trade publications enhance your visibility with the industry and public. These publications should focus on your previous published refereed articles or your area of expertise. You are using these outlets as vehicles to further disseminate your research and enhance your reputation.

d. Other publications

Publications that result in disseminating results of grants or tools for the industry to enhance your national and international visibility.

e. Research Grants and Contracts

List funded grants and contracts and grants and contracts applications that you have submitted. All faculty are encouraged to submit grant proposals at all levels. Grants and funded projects should also lead to publications especially for those who are seeking promotion and tenure.

i. Submissions of internal or external grants with the amounts.

ii. Grants or funded projects less than \$50,000.

iii. Grants or funded projects in excess of \$50,000 or at least \$150,000 with a course buyout clause.

f. Other Scholarly and Creative Works in Progress

i. Refereed presentations: A minimum of one (1) per year at a national or international conference.

ii. Published courseware: Examples include case studies and simulations.

iii. Citations: Listing the number of times that your publications are cited enhances your national and international publications. You are strongly encouraged to use Google Scholar's h-index.

iv. Technical reports: If you are involved in writing technical reports, it should be a part of a research or grant project that should also lead to a publication.

v. Major work in progress: List projects and research that is currently under development as well as the percentage of completion.

vi. Other

C. PROFESSIONAL SERVICE

Tenure-track faculty are expected to engage in service at the College level. Faculty are also encouraged to engage in service at the University level. The Tenure & Promotion Committee strongly advises that great care be exercised to ensure that service activities do NOT distract the faculty from meeting or exceeding teaching and research effectiveness.

Service can be broken into five categories: college, university, hospitality industry, community and other. Examples of each are described below. Faculty are expected to serve in a variety of ways, however, the expectation for service is that there will be progressive involvement in service as you mature. Please explain what you accomplished (i.e., productivity) with your service roles.

1. College

Serve on a college committee. Chair a college committee. Serve as a student organization advisor.

Advise undergraduate students on UH related research (e.g. Honor thesis, PURS, SURF, etc.)

2. University

Serve on a university committee/subcommittee.

3. Hospitality Industry

Participate in ICHRIE, NRA, AH&LA, HFTP, NACE and/or other professional societies as more than just members. Become committee chairs and/or officers for local, state, national and international professional organizations.

4. Community/Public

a. The college often receives requests for assistance with multiple initiatives including serving as judges for competitions, representing the college at community functions or solving specific problems, which are usually referred to the faculty member with expertise in that area.

b. Speaking engagements for associations and other professional organizations.

c. Expert witness for the media and/or legal matters.

5. Other evidence of professional service

a. Faculty may also report other evidence of professional service.

b. Editorial work: You are encouraged to serve as editor and/or reviewers for top tier journals and conferences.

EXHIBIT I (Continued)

ASSOCIATE PROFESSOR TO FULL PROFESSOR

PROMOTION TO FULL PROFESSOR

Promotion to full professor typically will be considered after a minimum of five years as an associate professor. Promotion to full professor is not to be construed as automatic but must be earned. It is conceivable that some faculty members will not be promoted to full professor. Faculty may be hired at the full professor rank. Candidates for promotion to full professor must satisfy the requirements listed below and have attained international recognition.

A. DOCUMENTATION OF TEACHING AND STUDENT LEARNING

Flexibility in evaluation of faculty must be the paramount concern if the college is to fulfill its goal of providing quality professional education in hospitality leadership. The Conrad N. College of Global Hospitality Leadership recognizes classroom teaching as a major criterion for evaluation. The classroom teaching of Hilton College Associate Professors will be evaluated by:

1. Evaluation of teaching

a. Student evaluation: Summary table of student evaluations with comparative data and any other teaching evaluation procedures. The committee will also examine (1) trends in student comments from the evaluations and (2) grade distributions.

b. Peer mentoring: Tenured faculty should provide Associate Professor Faculty with classroom feedback, mentoring, and other teaching resources (e.g., classroom activities that increase engagement; grading rubrics). The emphasis of the feedback is developmental and not evaluative.

2. Course and program development and/or revision.

a. Undergraduate and graduate programs. For example, please indicate the levels and the courses you teach: Undergraduate, Master of Science, Global Master of Science, Online Executive Master of Science, and/or Doctoral programs.

b. Course development: Provide a summary of the developed courses and any improvement/revisions made based on feedback.

Excerpt from the University of Houston (University) Policy:

The candidate's contribution to course development may be documented with sample course syllabi, teaching-grant proposal abstracts, courseware, cases and simulations, brief descriptions of student projects, examples of modifications for online teaching, etc.

Evidence of program development may include student recruitment, advising, and retention; directing graduate research; membership on or chairperson of dissertation or thesis committees; interdisciplinary program development, etc.

3. Evidence of student learning.

a. Sample of an executed writing assignment, project, or presentation

b. Excerpt from the University Policy: Candidates may submit evidence that they have facilitated students' success. Examples may include contributions to students who have won awards, unsolicited letters from community members who have benefited from student projects or internships, and other evidence that the candidate contributed to student learning. This section may also contain evidence of the candidate's commitment to enhancing his/her teaching ability.

including peer evaluation of teaching. Professional development activities, scholarly approaches to evaluating teaching effectiveness, teaching excellence awards, and guest lecturing or team teaching should also be documented here.

4. Other evidence of the scholarship of teaching

- a. List and describe any activity or tools used that demonstrated a pursuit of teaching excellence. Associate professors are expected to actively use tools and engage in activities related to teaching excellence, such as: formative student evaluations (e.g., first two weeks or midterm); completing a university-sponsored teaching seminar; focus groups with students.
- b. List the number of professional papers, theses, and dissertation committees that you serve on and your role on those stated committees.
- c. Core values for teaching: office hours & availability for students; timely communication; classroom management; student engagement; flexibility with student schedules; empathy and compassion.
- d. Faculty should also incorporate real world industry application into the classroom. Class content should also include results and examples of your research.

i. RESEARCH, SCHOLARSHIP AND OTHER CREATIVE PRODUCTIVITY

The Hilton College has highlighted the minimum expectations for a faculty member to be promoted to a full professor. The core for promotion to a full professor is to create a national and/or international reputation through your scholarship and other creative contributions. Associate professors are also expected to demonstrate a national reputation of disseminating their research beyond academic journals that also include industry publications and presentations. List work in the following order:

1. Scholarly and Creative

a. Articles

Accepted a minimum of two articles per year in journals that appear on the approved GHL journal list, demonstrating excellence in your research for at least the past five years. In your candidate statement please specify the number of articles you have in each tier (i.e., A, B, C, or Not Ranked) according to the approved GHL journal list. There should also be a pipeline of future research at the time one goes up for Full Professor, indicating that one will continue to be a productive researcher after they are promoted to Full Professor. The publications can be either sole or team authorship, but you must be the first author in at least one article every two years. We also expect that the percentage of effort among the authors should be designated for the five years prior to seeking being promoted. This allows the committee to determine the level of contribution for the different publications.

When working with graduate students, a co-author agreement must be in-place prior to starting the research. This agreement can be modified with a mutual agreement between the parties. Note, all faculty are expected to publish at least two articles in A journals between the associate and seeking promotion to full. If you are publishing in another discipline journals, you must submit the journals to the College's Journal Ranking Committee for Classification. At the time of the promotion decision, you are expected to have a minimum of 20 publications with at least another 2 publications either under review or accepted since joining the College as an assistant or a minimum of 10 additional publications since joining the College as a tenured associate professor. At least one publication must be a solo authorship, which also includes working by yourself with a graduate student, between being promoted to an associate professor and requesting promotion to full. Articles that are "in press" will count toward these tenure and promotion requirements. This expectation is the minimum to be considered for tenure.

b. Book/Book Chapter (s)

All faculty members are expected to focus on publishing research but as you progress in rank, you should seek out opportunities to publish book chapters and books to further expand your national and international reputations. As you become known in your area, these opportunities will present themselves and are an indication of one's national and international reputation.

c. Articles (not refereed)

Articles such as newspapers and trade publications enhance your visibility with the industry and public. These publications should focus on your previous published refereed articles or your area of expertise. You are using these outlets as vehicles to further disseminate your research and enhance your reputation outside of the academic community. We expect associate professors who are seeking to become a full professor should also have published in industry publications at least three times prior to being promoted to a full professor. These publications could include press releases, reports to companies based on your research, or other types of dissemination activity.

d. Other publications

Publications that result in disseminating results of grants or tools for the industry to enhance your national and international visibility.

2. Research Grants and Contracts

List funded grants and contracts and applications that you have submitted for grants and contracts. All faculty are encouraged to submit grant proposals at all levels. Grants and funded projects should also lead to publications especially for those who are seeking promotion and tenure. We expect that an Associate Professor will have submitted at least two research grants or contracts to industry prior to being promoted to a full professor. We expect faculty to submit these applications to enhance your visibility, financially support research for yourself and students, and to meet the goals of a tier-one institution.

a. Submissions of internal or external grants with the amounts.

b. Grants or funded projects less than \$50,000.

c. Grants or funded projects in excess of \$50,000 or at least \$150,000 with a course buyout clause.

3. Other Scholarly and Creative Works in Progress

a. Refereed presentations: A minimum of one (1) per year at a national or international conference for the past five years either at an academic or industry conference.

b. Citations: Listing the number of times that your publications are cited enhances your national and international publications.

c. Technical reports: If you are involved in writing technical reports, it should be a part of a research or grant project that should also lead to a publication.

d. Major work in progress: List projects and research that are currently under development as well as the percentage of completion.

e. Other.

i. SERVICE

Tenured faculty are the established faculty of the Hilton College. As such, tenured faculty are expected to not only engage in service, but should be progressively involved over time. Service may involve contributions to the college, to campus-wide activities, to the hospitality industry, state, national, federal organizations, and the community/public.

Promotion to the rank of Professor requires significant contributions to the candidate's field that have had an impact within and outside the University. There should be evidence of national and international reputation of the candidate's contributions. The application portfolio will document a record of service responsibilities and accomplishments that are distinguished by quality and significance over time, with the candidate explaining the accomplishments with the service roles.

1. College
 - a. Serve on a Hilton College committee.
 - b. Chair a Hilton College committee.
 - c. Serve as a Hilton College student organization advisor.
 - d. Serve in a leadership role in the organization of the Graduate Conference when held at the Hilton College
 - e. Advise undergraduate students on University related research (e.g. Honor thesis, PURS, SUFR, etc.)
2. University
 - a. Serve on a University committee/subcommittee.
 - b. Chair a University committee/subcommittee.
3. Hospitality Industry
 - a. Participate in ICHRIE, NRA, AH&LA, HFTP, NACE and/or other professional societies with roles such as committee chairs and/or officers for local, state, national and international professional organizations.
4. Community/Public
 - a. The Hilton College often receives requests for assistance with multiple initiatives including serving as judges for competitions, representing the Hilton College at community functions or solving specific problems, which are usually referred to the faculty member with expertise in that area.
 - b. Speaking engagements for associations and other professional organizations.
 - c. Expert witness for the media and/or legal matters.
 - d. Volunteer work at non-profit organizations such as churches, Houston Food Bank, etc.
 - e. Pro-bono service.
5. Other evidence of Professional Service
 - a. Serve as editor and/or reviewers for top-tier or college-recognized journals and conferences.
 - b. Faculty may also report other evidence of professional service.

RESPONSIBILITY FOR DOCUMENTATION

It is the candidate's responsibility to thoroughly document all teaching, research and service efforts for review by the Promotion and Tenure committee. The Promotion and Tenure committee will be prudent in their evaluation of the candidates teaching research and service record.

Departmental guidelines and policies are subject to policies promulgated at the college and university levels. In the case of promotion and tenure, guidelines provided by the Office of the Provost form the basis of all promotion and tenure decisions. While a college or department may choose to implement more rigorous standards than those detailed in the university-level promotion and tenure guidelines, a college or department may not implement policies that result implicitly or explicitly in the application of less rigorous standards than detailed in the in the university-level promotion and tenure guidelines. It is the obligation of the chair of the department to make all new tenured or tenure-track faculty members aware in writing of not only the university-level promotionand tenure guidelines but also any college or departmental level policies or procedures that may impact their tenure and/or

promotion.

Document approved by Dr. Jim Briggs
UH Associate Provost for Faculty Development and Faculty Affairs
On March 7, 2024.